**Name :**

**Article:** “Distinguishing the Essential from the Important: Using Research to Strengthen the Use of Standards for Administrator and Licensure Programs”

* What were the key points highlighted in the article?

It is important that good research is done to identify how administrators can be effective to improve student achievement. The studies are different because the elements researched were not all the same. To make change, effective leadership must be involved in the change, having a vision of the change, and knowing how to make the change for the stakeholders to sustain the change is paramount in leading.

* Review the crosswalk of McRel’s work. What is the correlation between the crosswalk, the article, and the Iowa Standards for School Leaders?

The MCREL’s work and the ISLLC standards are strongly related and both provide good direction and goals to create effective leaders. Both models have differences. The ISLLC model standards with 184 indicators was developed by a panel with limited research and the MCREL 21 leadership responsibilities and 66 practices were researched more widely.

* What are the pluses and minuses of focusing *daily* on the standards and the leadership responsibilities in your work with your building administrators?

The management of the building, finances, and personnel often come first and yet the leader must have the standards in mind to be able to achieve and assess employee effectiveness. Communication is important, but the manor in which it is done can be more important. Good questioning is definitely one of the keys. Supportive questioning in some situations get to change faster than directive questions. Time and Board expectation can get in the way of the practices at times.

*Save on desktop as “Last Name, Module 3 Article Reflection” Ex: Norgaard, Module 3.*

*Upload on Module 3 page of the Evaluator Approval Wiki.*